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DEPARTMENT OVERVIEW

Department Mission

The mission of the Office of Management and Budget (OMB) is to partner with Miami-Dade County Departments to provide excellent services to the community through optimal resource allocation, results-oriented planning and process improvement, the delivery of supporting management information maximizing grant and alternative funding opportunities, monitoring the use of County, state, federal and/or private funds to ensure effective service delivery and compliance with funding requirements and working with community partners to provide capacity-building resources to the non-profit sector and small businesses, all to bolster the resilience of our organization and community.

Department Description

OMB is responsible for the operating and capital budgeting, strategic planning and business planning, performance improvement, revenue maximization, grants coordination, Community Redevelopment Agency (CRA) facilitation, bond program monitoring, support of the enterprise resource planning system and facilitating incorporation and annexation functions of Miami-Dade County, as well as support for special projects. Taken together, these functions help ensure the County allocates and manages resources to reflect the community's priorities.

The **Management and Budget Division** develops and implements the County's operating and capital budget to ensure financial resources, department operations and staffing levels are aligned to achieve results driven by policy and customer needs and to promote a results-oriented government by linking funding recommendations with priorities outlined in the Strategic Plan and departmental business plans. The division is also responsible for providing annual updates to the County's Five-Year Financial Plan in addition to managing the Building Better Communities General Obligation Bond (BBC-GOB), Countywide Infrastructure Investment Program (CIIP) and Quality Neighborhood Improvement (QNIP) programs.

The Management and Budget Division also administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; reviews the activities of all municipal CRAs; supports Unincorporated Municipal Service Area (UMSA) CRAs; and provides analysis and support of incorporation and annexation efforts, and policy recommendations for future municipal boundary decisions in Miami- Dade County.

The **Management Planning and Performance Analysis Division** is responsible for facilitating the County's results-oriented and resilience framework that includes strategic and business planning and developing systems to track the County's progress in achieving its goals. In addition, the division is the County's internal management consulting resource, focusing on increasing efficiency and effectiveness of public service delivery. Its specialties include conducting organizational and business process reviews, helping County departments develop performance measures, training County employees in performance improvement techniques, including Lean Six Sigma, and developing and monitoring gainsharing agreements.

The **Grants Coordination Division** administers and monitors Community-Based Organization (CBO) contracts including the Mom and Pop Small Business Grant Program to ensure compliance; manages grant programs (including the federal Ryan White Program, Ending the HIV Epidemic, Byrne Criminal Justice Innovation, and Opioid Affected Youth Initiative grants); monitors state and federal legislation, appropriations and regulatory actions that affect grant programs and funding opportunities; coordinates County grant, advertising and marketing partnership initiatives to pursue new and/or



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additional funding to strengthen and enhance programs; assists County departments and community organizations with grant writing to maximize revenue support; and provides grant-related training and capacity-building technical assistance to County departments and CBOs.

The **Strategic Business Management Division** supports the countywide Enterprise Resource Planning application (ERP) called "INFORMS" which serves as the system of record for the County's general ledger, human resources and payroll, supply chain, strategic sourcing, grants, accounts payables and receivables, internal billing, asset costing and depreciation, and project costing functions. In addition, the division supports the Budget Analysis Tool (BAT), Capital, and Performance Scorecard;; provides the governance structure for evaluation and prioritization of future business process needs and their impacts on daily operations through the use of the ERP; manages the implementation of business system integrations with internal and external partners and systems, along with system upgrades and/or enhancements and administers all change management associated with ERP tools and business process improvements to include training development, corresponding materials and a communication plan.

Our Customers

OMB serves many internal and external customer groups through several products including the County's operating and capital budget, strategic and departmental business plans, management of County bond programs and CRAs, annexation and incorporation efforts, securing grant and alternative funding opportunities for county initiatives and projects, improving outreach to key service providers, and by monitoring for compliance how County, state and federal funds are used.

Internal customers include County policy makers such as the Office of the Mayor and the Board of County Commissioners (BCC). OMB supports these customers by annually preparing a budget that meets the community needs and priorities identified by these elected officials. OMB also provides these groups expert and timely information pertaining to County resources to help guide decision making and policy setting.

Departmental staff is another important internal customer. OMB serves these customers by developing with them proposed budgets, helping them plan their expenditures and revenues on an ongoing basis throughout the year and supporting the ERP tools being implemented. OMB also supports these customers by helping them develop their business plans, performance measures, process improvement techniques, capital plans, marketing partnerships and grant applications.

External customers include municipalities, businesses, consultants and contractors supporting the County, not-for-profit organizations (including CBOs and recipients of Mom and Pop Small Business Grant Program support), CRA boards and financial rating agencies. In addition, OMB works directly with municipal representatives, residents, community leaders and municipal advisory committees to ensure they have the ability to provide input about incorporation and annexation proposals.

Ultimately, OMB serves all County residents and visitors. By working with our internal and our external customers in all our product lines, OMB helps to promote resilience and an excellent quality of life in Miami-Dade County.



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Table of Organization

| | | | | | |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|----|----|
| | <p align="center"><u>ADMINISTRATION</u></p> <p>Establishes and carries out departmental policies and implements policy enacted by the Board of County Commissioners (BCC) and the Mayor.</p> <table><tr><td align="center"><u>FY 20-21</u></td><td align="center"><u>FY 21-22</u></td></tr><tr><td align="center">6</td><td align="center">7</td></tr></table> | <u>FY 20-21</u> | <u>FY 21-22</u> | 6 | 7 |
| <u>FY 20-21</u> | <u>FY 21-22</u> | | | | |
| 6 | 7 | | | | |
| | <p align="center"><u>MANAGEMENT AND BUDGET</u></p> <p>Develops and monitors the annual operating budget and multi-year capital plan; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all Community Redevelopment Areas (CRAs) and supports Unincorporated Municipal Service Area (UMSA) CRAs; administers and coordinates annexation/incorporation efforts; manages capital programs.</p> <table><tr><td align="center"><u>FY 20-21</u></td><td align="center"><u>FY 21-22</u></td></tr><tr><td align="center">19</td><td align="center">19</td></tr></table> | <u>FY 20-21</u> | <u>FY 21-22</u> | 19 | 19 |
| <u>FY 20-21</u> | <u>FY 21-22</u> | | | | |
| 19 | 19 | | | | |
| | <p align="center"><u>MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS</u></p> <p>Responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management, incorporating resilience dimensions.</p> <table><tr><td align="center"><u>FY 20-21</u></td><td align="center"><u>FY 21-22</u></td></tr><tr><td align="center">6</td><td align="center">7</td></tr></table> | <u>FY 20-21</u> | <u>FY 21-22</u> | 6 | 7 |
| <u>FY 20-21</u> | <u>FY 21-22</u> | | | | |
| 6 | 7 | | | | |
| | <p align="center"><u>GRANTS COORDINATION</u></p> <p>Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant Program; administers federal grants and identifies funding and partnership opportunities; and assists County departments to maximize revenue support.</p> <table><tr><td align="center"><u>FY 20-21</u></td><td align="center"><u>FY 21-22</u></td></tr><tr><td align="center">35</td><td align="center">36</td></tr></table> | <u>FY 20-21</u> | <u>FY 21-22</u> | 35 | 36 |
| <u>FY 20-21</u> | <u>FY 21-22</u> | | | | |
| 35 | 36 | | | | |
| | <p align="center"><u>STRATEGIC BUSINESS MANAGEMENT DIVISION</u></p> <p>Supports the countywide Enterprise Resource Planning (ERP), Budget Analysis Tool and Scorecard applications; provides the governance structure for evaluation and prioritization of future business process needs and their impacts on daily operations through the use of ERP; and administers all change management associated with ERP tools and business processes to include training</p> <table><tr><td align="center"><u>FY 20-21</u></td><td align="center"><u>FY 21-22</u></td></tr><tr><td align="center">22</td><td align="center">25</td></tr></table> | <u>FY 20-21</u> | <u>FY 21-22</u> | 22 | 25 |
| <u>FY 20-21</u> | <u>FY 21-22</u> | | | | |
| 22 | 25 | | | | |

The FY 2021-22 total number of full-time equivalent positions is 94 FTEs.



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Strategic Alignment Summary

OMB primarily supports the following goals and objectives from the General Government portion of the Miami-Dade County Strategic Plan:

- GG1 Accessible, fair and responsible government
- GG1-2 Support a customer-focused organization
- GG4 Effective leadership and management practices
- GG4-1 Provide sound financial and risk management
- GG4-2 Effectively allocate and utilize resources to meet current and future operating and capital needs

Additionally, OMB's efforts in developing a comprehensive budget and monitoring the use of local, state and federal funds also support the following objectives from other strategic areas:

- ED3-2 Promote development in distressed communities to ensure long-term vitality
- HS2-1 Provide the necessary support services for vulnerable residents and special populations

Alignment of Scorecard Measures to Resilience

| Scorecard Measures | Resilience Driver (Choose one from the list below) |
|------------------------------------------------------------------------------------------|-------------------------------------------------------|
| Strategic Plan Objectives with Aligned Scorecard Objects | LS3 |
| Performance Analysis Projects Completed | LS1 |
| Grant, Sponsorship, & Marketing Funding Received (in \$ millions) | ES3 |
| Percentage of Payments Processed within 21-Days - CBOs | LS1 |
| Percentage of Payments Processed within 21-Days - Ryan White | LS1 |
| Value of BBC-GOB funds expended (in millions) | ES3 |
| Conduct at least 4 GOB Citizens Advisory Committee (CAC) meetings per fiscal year | LS-2 |
| Number of Days to Process BBC-GOB Reimbursement Requests | LS-1 |
| Percentage pf BBC-GOB program completion | ES-3 |
| GFOA Budget Scores | LS-1 |
| Percentage point increase in all CRAs taxable value compared to the County tax roll: KPI | LS-1 |
| Active Performance Management System Users (90 day) | LS-3 |
| Employees Trained in LSS Yellow Belt Methodology (via OMB program) | LS-1 |
| % of County Workforce with Lean Six Sigma Certification | LS-1 |
| Number pf County Employees Obtaining Lean Certificate | LS-1 |
| Orange and Blue Belt Training Overall Satisfaction Rate | LS-1 |
| Number of attendees in an Orange or Blue module class | LS-1 |



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| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| Yellow Belt Training Overall Satisfaction Rate | LS-1 |
| % of Active County Executives, Managers, and Supervisors with Lean Six Sigma Certification | LS-1 |
| Contingency Reserve as % of operating budget (excluding operating reserves) | LS-1 |
| % of GF Budget Adjusted to Exclude Operating Reserve from Total Budget | LS-1 |
| Price of government (General Fund budget per capita (\$) adjusted for inflation) | LS-1 |
| Carryover as a share of General Fund Budget | LS-1 |
| Expen: Total (OMB) | LS-1 |
| Revenue: Total (OMB) | LS-1 |
| Positions: Full-time Filled (OMB) | LS-1 |
| Percentage Rate of Part A Formula Grant Expenditures – Ryan White | HW-3 |
| Comprehensive Site Visits – Ryan White | LS-1 |
| Number of Site Visits – CBOs | LS-1 |
| % of Performance Appraisals Completed within 2 weeks of Employee Status Date (OMB) | LS-1 |
| <p><i>Resilience Drivers:</i></p> <div style="display: flex; justify-content: space-between;"> <div> <p>LS1: Promote Leadership and Effective Management</p> <p>LS2: Empower a Broad Range of Stakeholders</p> <p>LS3: Foster Long-Term and Integrated Planning</p> <p>HW1: Meets Basic Needs</p> <p>HW2: Supports Livelihoods and Employment</p> <p>HW3: Ensures Public Health Services</p> </div> <div> <p>ES1: Promote Cohesive and Engaged Communities</p> <p>ES2: Ensure Social Stability, Security, and Justice</p> <p>ES3: Foster Economic Prosperity</p> <p>IE1: Provide and Enhances Protective Natural and Man-Made Assets</p> <p>IE2: Ensure Continuity of Critical Services</p> <p>IE3: Provide Reliable Communication and Mobility</p> </div> </div> | |

KEY ISSUES

The following are key issues OMB needs to address in the current and upcoming fiscal year:

- Economic drivers highly influence the County's ability to collect revenues as budgeted, therefore causing fiscal challenges that must be addressed on a multi-year basis. OMB must work with all its stakeholders to ensure the County's budget is stable, sustainable and fiscally sound. In addition, OMB must be able to develop a variety of scenarios to effectively plan for actual resources that may become available.



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- With given resource limitations, there is an on-going need to develop strong countywide knowledge in performance improvement techniques, structured problem solving, group facilitation and root cause analysis.
- The 2019 Miami-Dade County strategic plan update includes a focus on supporting a resilient government and community. The updated goals and objectives must be regularly communicated with departmental leadership and staff. County information systems need to be updated with the revised plan for successful alignment of departmental activities and ongoing monitoring.
- As Miami-Dade County's ERP implementation continues, access to quality information from key sources remains critical for OMB to accomplish its mission. As part of our continued commitment to our customers, OMB will continue to review and make enhancements to our various internal information systems, such the Budgeting Analysis Tool (BAT), Resourcing for Results On-line (RFRO), and the Performance Scorecard application.
- The continuation of the BBC-GOB Program requires the support from the Finance Department to provide timely issuance of bonds to meet capital project needs.
- Addressing the County's aging infrastructure continues to be a major challenge. OMB, through the Countywide Infrastructure Investment Program (CIIP), will work with departments to develop and implement a plan to address their individual facility and infrastructure needs. The CIIP program was designed to renovate, refurbish and/or replace facilities to address building code requirements, update safety and security measures, address ADA concerns and provide a more resilient infrastructure.
- Proposals to incorporate or annex parts of the County into existing municipalities affect all Miami-Dade County residents. OMB analyzes the fiscal impact of such proposals and provides guidance to policy makers and elected leaders. In addition, OMB staff supports a number of Municipal Advisory Committees and provides a forum for residents and other stakeholders to provide input to the process.
- CRAs are designed to foster development in distressed and blighted neighborhoods. OMB staff provides oversight of CRA activities to ensure resources are used in accordance with adopted Redevelopment Plans and State guidelines.

PRIORITY INITIATIVES

To address these key issues and serve our customers OMB will:

- Develop and effectively communicate the annual operating and capital budget that reflects the community's needs and priorities, continue to coordinate systems to improve integrity of information, and work with department staff in a collaborative fashion to ensure that information sharing meets OMB and departmental needs.
- Continue to provide outreach to County departments regarding the updates to the strategic plan's goals and objectives to foster better organizational alignment, especially given the focus on creating and building a resilient government and community. This includes revising internal and external reporting systems to monitor the County's progress.
- Continue the on-going production support of the Hyperion (BAT) system while incorporating changes that help users throughout the budget development process.



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- Continue to implement the ERP system countywide, particularly modules affecting human resources, budgeting, capital planning and reporting.
- Monitor Community Redevelopment Agencies; provide direct support to the UMSA CRAs: NW 7th Avenue and NW 79th Street Corridors, Naranja Lakes, and West Perrine. Facilitate community meetings to ensure residents and local leaders have the opportunity to provide input.
- Provide financial calculations and analysis for the County's Strategic Miami Area Rapid Transit Transportation Infrastructure Improvement District (SMART TIID).
- Support incorporation and annexation applications and develop recommendations for policy changes to improve the incorporation and annexation processes. Provide community residents the ability to participate in the process and submit input.
- Provide oversight for capital projects implemented by Miami-Dade County, municipalities, businesses, consultants, and not-for-profit CBOs; provide timely information to the public, Citizens' Advisory Committee (CAC), and BCC related to the BBC-GOB; schedule, monitor and coordinate BBC- GOB CAC meetings; monitor, document, and audit project expenditures by bond series; and provide timely reimbursement payments and project information to Miami-Dade County departments, municipalities, and not-for-profit CBOs.
- Continue to provide oversight for the CIIP program and develop a countywide communication and outreach plan to create visibility and awareness of the program through social media and branding including developing a website to provide an online presence for the program with beneficial information to both the public and county personnel.
- Continue building expertise in innovative problem-solving methodologies such as Lean Six Sigma and identify areas in county government to apply these techniques to make our processes more efficient and more effective.
- Continue to manage grants and related contracts (the Ryan White Program, Ending the HIV Epidemic, Bryne Criminal Justice Innovation, and Opioid Affected Youth Initiative grant).
- Continue to conduct yearly site visits to monitor fiscal, programmatic, and administrative operations of funded CBOs, recipients of the Mom and Pop Small Business Grant Program, and contracted providers of the Ryan White Program to ensure compliance with contractual requirements and provide capacity-building resources to the non-profit sector.
- Support the competitive solicitation process for funding CBOs. Continue to streamline processes and implement best practices.
- Facilitate and monitor joint participation agreements (JPAs) with Florida Power and Light (FPL) to ensure progress on solar implementation.
- Continue to provide management and oversight of countywide marketing and advertising contracts, including the Marketing Assets and Advertising Services Pool program.
- Continue to develop and manage new Marketing Partnerships Program projects including, but not limited to, naming rights and sponsorships.
- Continue to coordinate with departmental staff and external customers with the utilization of proceeds from the Flexible Drawdown Program which provides the County with access to capital funds as needed for expenditures on BBC-GOB projects.



FUTURE OUTLOOK

OMB will continue monitoring state legislation, economic indicators and federal and state funding to determine if these will impact resources countywide and the availability of resources for departments. In addition, Section 1 of Article VIII of the Florida Constitution, requires the County hold elections for the new constitutional offices including Elections Supervisor, Tax Collector, Property Appraiser and Sheriff in 2024. Since this will result in the separation of these offices from the County table of organization, OMB will work to ensure that a seamless transition of the budgetary and financial activities is completed. Finally, OMB operating and capital budget development staff will continue to work with all County departments on resourceful and innovative techniques to meet the needs of the community.

OMB's Management and Budget Division will continue to monitor municipal and unincorporated CRAs, and coordinate incorporation and annexation activities. While it has been challenging for the unincorporated CRAs to fund large projects, most of these CRAs continue to experience optimistic financial growth. CRAs are focusing on their respective redevelopment plans to ensure that the strategies laid out are still viable in the foreseeable future. Several of the CRA areas, through efforts that were planned or championed by the CRA, are beginning to see transformative projects in their respective areas. These transformative projects benefit the area's and County's residents for years to come. The unit will develop strategies for the CRAs within the unincorporated area to address issues confronting their respective communities. Some of these initiatives will include commercial and residential grant programs, small business development assistance and the continuation of partnering with community stakeholders. In addition, should there be renewed community interest in incorporation activities, OMB will need to review resources to provide support to the Municipal Advisory Committees. Lastly, the section will continue to monitor the County's SMART TIID providing recommendations and financial analysis.

In addition, the Management and Budget Division will continue to monitor and provide oversight over the BCC-GOB program. As the BCC-GOB capital projects begin to wind down, the Countywide Infrastructure Investment Program (CIIP) will start to ramp up. OMB will continue to play a key role in providing oversight over the CIIP plan in the coming years and work with departments to ensure they have the necessary support and funding in place that will be vital to address their ongoing facility needs.

OMB's Management Planning and Performance Analysis Division (MPPA) will continue promoting policies, methodologies, performance measurement software, and countywide training to make performance measures more relevant to departmental management. MPPA will also continue to perform targeted analysis of organizational structures, shared services and internal process reviews countywide, especially as the County continues to streamline operations. In addition, demand for performance analysis and improvement services will remain very high. As a result, the Department will continue to deploy strategies to expand the knowledge of proven problem-solving techniques across the organization.

In the next three to five years, OMB's Grants Coordination Division will continue to identify and promote grant and revenue generating opportunities, as well as provide grant-related technical assistance, capacity-building training, and support to County departments and CBOs. The division will continue to coordinate County grant, advertising, sponsorship and marketing partnership initiatives and provide direct administrative support to the Miami-Dade HIV/AIDS Partnership. Additionally, it will continue to ensure compliance with all related grant requirements and conditions of award for the federal Ryan White Program, Ending the HIV Epidemic, Byrne Criminal Justice Innovation, and Opioid Affected Youth Initiative grants, and other state and/or federal grants managed by the division; provide grant writing workshops, training and technical assistance to CBOs and County departments, to



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enhance their ability to drawdown federal, state and foundation grants; improve the internal review process of CBO performance outcomes to evaluate community impact and ensure best use of funding; and improve transparency and accountability of funds received by CBOs through improved reporting (this objective also applies to the Mom and Pop Small Business Grant Program).

Through new Strategic Business Management Division, OMB will be responsible for the continued success of the Countywide ERP system support, reviewing on-going and future business process needs to ensure departmental operational requirements are being addressed, and leading future system development such as consolidating the Water and Sewer and Aviation departments into the Countywide ERP system.

OMB continues to work within its own fiscal constraints to deliver excellent service in a timely manner by providing responses to requested reports and provide effective and efficient analysis and reviews in conjunction with other County departments. The Department will continue to have challenges but will strive to develop a workforce through cross training and succession planning to continue to be the engine that supports and facilitates results-oriented and resilience-focused government in Miami-Dade County.



As Of <= 03/08/2021

Business Plan Report
Office of Management and Budget (OMB)

| Perspective Name | Objective Name | Grand Parent Objective Name | Parent Objective Name | Measure Name | Details | Resilience Driver | As of | VR Flag | Actual | Target | FY2020-21 Annualized Target | FY2021-22 Annualized Target |
|------------------|-------------------------------------------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------|---------------------------------------------------|---------|---------|----------|---------|-----------------------------|-----------------------------|
| Customer | Lead/Conduct Performance Analysis Projects (OMB) | | GG4: Effective leadership and management practices | Performance Analysis Projects Completed | ☐ | LS-1: Promote Leadership and Effective Management | 2020 FY | ☑ | 9 | 9 | 8 | 8 |
| | Actively pursue grant and sponsorship funding opportunities (OMB) | GG4: Effective leadership and management practices | GG4-1: Provide sound financial and risk management | Grants, Sponsorship & Marketing Funding Received (in \$ millions) – Annual | ☐ | ES-3: Foster Economic Prosperity | 2020 FY | ☑ | \$123.8M | \$65.0M | \$55.0M | \$55.0M |
| | | | GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs | Grants, Sponsorship & Marketing Funding Received (in \$ millions) – Annual | ☐ | ES-3: Foster Economic Prosperity | 2020 FY | ☑ | \$123.8M | \$65.0M | \$55.0M | \$55.0M |
| | Provide Excellent Customer Service (OMB) | GG1: Accessible, fair and responsible government | GG1-2: Support a customer-focused organization | Percentage of Payments Processed within 21-Days - Ryan White | ☐ | LS-1: Promote Leadership and Effective Management | Feb '21 | ☑ | 100.0% | 85.0% | 85.0% | 85.0% |
| | | | | County Quarterly Budget Report issued to the Board within 45 days after quarter-end | ☐ | LS-1: Promote Leadership and Effective Management | '20 FQ2 | ☑ | Yes | Yes | Yes | Yes |
| | | | | Percentage of Payments | ☐ | LS-1: Promote | Dec '20 | ☑ | 97.0% | 85.0% | 85.0% | 85.0% |
| | | | | | | | | | | | | |

3/8/2021

Oracle BI Interactive Dashboards - Scorecard

| | | | | | | | | | | | |
|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---|---------------------------------------------------|---------|--|-----------|------------|------------|------------|
| | | | Processed within 21-Days - CBOs | | Leadership and Effective Management | | | | | | |
| Monitor County Bond Programs (OMB) | GG4: Effective leadership and management practices | GG4-1: Provide sound financial and risk management | Conduct at least 4 GOB Citizens Advisory Committee (CAC) meetings per fiscal year | ≡ | LS-2: Empower a Broad Range of Stakeholders | '20 FQ4 | | 1 | 1 | n/a | n/a |
| | | | Value of BBC-GOB funds expended (in millions) | ≡ | ES-3: Foster Economic Prosperity | Dec '20 | | \$6.3M | n/a | n/a | n/a |
| | | | Number of Days to Process BBC-GOB Reimbursement Requests | ≡ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | | 5.43 days | 10.00 days | 10.00 days | 10.00 days |
| | | | Percentage of BBC-GOB program completion | ≡ | ES-3: Foster Economic Prosperity | '21 FQ1 | | 69.8% | 75.4% | 77.4% | n/a |
| Prepare budget that supports the County's mission (OMB) | GG4: Effective leadership and management practices | GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs | GFOA Budget Scores | ≡ | LS-1: Promote Leadership and Effective Management | 2019 FY | | 3.3 | 3.3 | 3.3 | 3.3 |
| Ensure Effective County Management through Strategic and Business Planning, Execution and Reporting (OMB) | GG4: Effective leadership and management practices | GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs | Active Performance Management System Users (90 Day) | ≡ | LS-3: Foster Long-Term and Integrated Planning | Feb '21 | | 478 | 350 | 350 | 400 |
| | | | Strategic Plan Objectives with Aligned Scorecard Objects | ≡ | LS-3: Foster Long-Term and Integrated Planning | '21 FQ1 | | 100.00% | 100.00% | 100.00% | 100.00% |

3/8/2021

Promote the Use of Lean Six Sigma (LSS) Techniques (OMB)



Oracle BI Interactive Dashboards - Scorecard

| | | | | | | | | |
|----------------------------------------------------|------------------------------------------------------------------------------------------|---|---------------------------------------------------|---------|-------|-------|-------|-------|
| GG4: Effective leadership and management practices | Employees Trained in LSS Yellow Belt Methodology (via OMB program) | ☐ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | 1,295 | 1,275 | 1,313 | 1,413 |
| | % of County Workforce with Lean Six Sigma Certification | ☐ | LS-1: Promote Leadership and Effective Management | '20 FQ4 | 3.7% | 4.3% | 3.8% | n/a |
| | Number of County Employees Obtaining Lean Certificate | ☐ | LS-1: Promote Leadership and Effective Management | '20 FH2 | 1 | 2 | 7 | 4 |
| | Orange and Blue Belt Training Overall Satisfaction Rate | ☐ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | 4.78 | 4.75 | 4.75 | 4.75 |
| | Number of attendees in an Orange or Blue module class | ☐ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | 101 | 75 | 300 | 300 |
| | Employees Trained in LSS Green Belt Methodology (via OMB program) | ☐ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | 139 | 140 | 145 | 150 |
| | Yellow Belt Training Overall Satisfaction Rate | ☐ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | 4.73 | 4.75 | 4.75 | 4.75 |
| | % of Active County Executives Managers and Supervisors with Lean Six Sigma Certification | ☐ | LS-1: Promote Leadership and Effective Management | '20 FQ4 | 10.7% | 11.0% | 11.0% | 11.0% |
| GG2: | GG2-2: Employees | ☐ | LS-1: | '21 | 1,295 | 1,275 | 1,313 | 1,413 |

3/8/2021

Oracle BI Interactive Dashboards - Scorecard

| | | | | | | | | | | | | |
|-----------|---------------------------------|--------------------------------------------|---------------------------------------------|------------------------------------------------------------------------------------------|---|---------------------------------------------------|---------|---|-------|-------|-------|-------|
| | | Excellent, engaged and resilient workforce | Promote employee development and leadership | Trained in LSS Yellow Belt Methodology (via OMB program) | | Promote Leadership and Effective Management | FQ1 | | | | | |
| | | | | % of County Workforce with Lean Six Sigma Certification | ▢ | LS-1: Promote Leadership and Effective Management | '20 FQ4 | ☑ | 3.7% | 4.3% | 3.8% | n/a |
| | | | | Number of County Employees Obtaining Lean Certificate | ▢ | LS-1: Promote Leadership and Effective Management | '20 FH2 | ▢ | 1 | 2 | 7 | 4 |
| | | | | Orange and Blue Belt Training Overall Satisfaction Rate | ▢ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | ▢ | 4.78 | 4.75 | 4.75 | 4.75 |
| | | | | Number of attendees in an Orange or Blue module class | ▢ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | ▢ | 101 | 75 | 300 | 300 |
| | | | | Employees Trained in LSS Green Belt Methodology (via OMB program) | ▢ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | ☑ | 139 | 140 | 145 | 150 |
| | | | | Yellow Belt Training Overall Satisfaction Rate | ▢ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | ▢ | 4.73 | 4.75 | 4.75 | 4.75 |
| | | | | % of Active County Executives Managers and Supervisors with Lean Six Sigma Certification | ▢ | LS-1: Promote Leadership and Effective Management | '20 FQ4 | ▢ | 10.7% | 11.0% | 11.0% | 11.0% |
| Financial | Maintain Healthy Reserves (OMB) | GG4: Effective | GG4-2: Effectively | Contingency Reserve as % | ▢ | LS-1: Promote | 2020 FY | ☑ | 2.57% | 5.00% | 5.00% | 5.00% |

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Oracle BI Interactive Dashboards - Scorecard

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|----------|---------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---|---------------------------------------------------|---------|----------|-----------|-----------|-------|--|
| | | leadership and management practices | allocate and utilize resources to meet current and future operating and capital needs | of operating budget (excluding operating reserves) | | Leadership and Effective Management | | | | | | |
| | | | | % of GF budget Adjusted to Exclude Operating Reserve from Total Budget | ≡ | LS-1: Promote Leadership and Effective Management | 2020 FY | 4.46% | 5.00% | 5.00% | 5.00% | |
| | | | | Price of government (General Fund budget per capita (\$) adjusted for inflation) | ≡ | LS-1: Promote Leadership and Effective Management | 2019 FY | 543 | n/a | n/a | n/a | |
| | | | | Carryover as a share of General Fund Budget | ⚡ | LS-1: Promote Leadership and Effective Management | 2020 FY | 4.3% | 3.7% | 1.8% | n/a | |
| | Meet Budget Targets (OMB) | | Office of Management and Budget | Expen: Total (OMB) | ⚡ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | \$764K | \$10,851K | \$43,407K | n/a | |
| | | | | Revenue: Total (OMB) | ⚡ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | \$5,985K | \$10,851K | \$43,407K | n/a | |
| | | | | Positions: Full-time Filled (OMB) | ≡ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | 78 | 88 | 88 | n/a | |
| Internal | Maintain Compliance (OMB) | GG4: Effective leadership and management practices | GG4-2: Effectively allocate and utilize resources to meet current and future operating | Percentage Rate of Part A Formula Grant Expenditures - Ryan White | ≡ | HW-3: Ensures Public Health Services | 2020 FY | 95% | 95% | 95% | 95% | |
| | | | | Comprehensive Site Visits - Ryan White | ≡ | LS-1: Promote Leadership | '21 FQ1 | n/a | 0 | 8 | 18 | |

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Oracle BI Interactive Dashboards - Scorecard

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|---------------------|-----------------------------------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---|---------------------------------------------------|---------|--|-------|-------|-------|-------|
| | | | and capital needs | | | and Effective Management | | | | | | |
| | | | | Number of Site Visits - CBOs | ↕ | LS-1: Promote Leadership and Effective Management | '20 FQ4 | | 109 | 39 | 128 | 125 |
| Learning and Growth | Ensure performance evaluations are completed timely (OMB) | GG4: Effective leadership and management practices | GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs | % of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (OMB) | ↕ | LS-1: Promote Leadership and Effective Management | '21 FQ1 | | 75.0% | 80.0% | 80.0% | 80.0% |

Initiatives

| Objective Name | Initiative | As Of | Status | Budget | Timing | Quality | Risk | Scope | Owners |
|--------------------------------------------------|------------------------------------------------------------------|-----------|-------------|--------|--------|---------|------|-------|-----------------------------------------------------------------------------|
| Lead/Conduct Performance Analysis Projects (OMB) | Six Sigma: CAHSD Domestic Violence Assistance (Wave 8) | 2/11/2021 | In Progress | | | | | | Bolt, GiGi (OMB); Morales, Mayra E. (OMB) |
| | ISD: Alternative Fuel Fleet Benchmarking | 2/11/2021 | Complete | | | | | | Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB) |
| | Finance: Support Code Enforcement Transition to Finance | 8/21/2020 | Complete | | | | | | Horton-Tavera, Amy (OMB) |
| | ITD: Review Departmental Human Resources Processes | 9/24/2020 | In Progress | | | | | | Morales, Mayra E. (OMB) |
| | Countywide: Support ERP implementation | 1/31/2020 | In Progress | | | | | | Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB); Morales, Mayra E. (OMB) |
| | Countywide: Clerk of Courts parking violation and citation fines | 1/30/2020 | In Progress | | | | | | Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB) |
| | PWD: Review Public Works Organizational Structures | 2/11/2021 | In Progress | | | | | | Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB) |
| | Countywide: Support Capital Construction Expedite Team | 2/11/2021 | In Progress | | | | | | Maxwell, Carlos M. (OMB) |
| | Six Sigma: ISD Fleet Preventive Maintenance (Wave 8) | 2/11/2021 | In Progress | | | | | | Bolt, GiGi (OMB); Morales, Mayra E. (OMB) |

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|---------------------------------|--------------------------------------------------|------------|-------------|--|--|--|--|--|------------------------|
| Process Annexation Applications | Process Davis Ponce Annexation Application | 4/30/2016 | In Progress | | | | | | Fernandez, Jorge (OMB) |
| | Process Florida City "D" Annexation Application | 4/30/2016 | On Hold | | | | | | Fernandez, Jorge (OMB) |
| | Process North Miami Beach Annexation Application | 12/31/2008 | On Hold | | | | | | Fernandez, Jorge (OMB) |
| | Opa-Locka | 4/30/2016 | In Progress | | | | | | Fernandez, Jorge (OMB) |
| | Miami Shores | 4/30/2016 | In Progress | | | | | | Fernandez, Jorge (OMB) |
| | Florida City H | 4/30/2016 | In Progress | | | | | | Fernandez, Jorge (OMB) |
| | North Miami NE 149 Street | 4/30/2016 | In Progress | | | | | | Fernandez, Jorge (OMB) |
| | Biscayne Park | 4/30/2016 | In Progress | | | | | | Fernandez, Jorge (OMB) |
| | North Miami - Biscayne Corridor | 4/30/2016 | In Progress | | | | | | Fernandez, Jorge (OMB) |
| | North Miami Gratigny/Dixie | 4/30/2016 | In Progress | | | | | | Fernandez, Jorge (OMB) |
| | North Miami - Sunkist | 4/30/2016 | In Progress | | | | | | Fernandez, Jorge (OMB) |
| Rows 1 - 20 | | | | | | | | | |